Introduction to Merit-Based Recruitment

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Session One: Introductions

Today's workshop aims to:

- present the <u>principles</u> of merit-based recruitment, i.e. how to recruit the best person for a role, based only on assessment of their <u>skills</u>, <u>experience</u> and <u>behaviours</u>

- show <u>how these principles can be applied</u> in the Kosovo civil service and public services, within the legal framework

- show how an <u>interview process</u> can enable members of a recruitment commission to <u>identify the best candidate</u> by assessing against the competencies required for the role

- offer <u>practical examples</u> of effective interviewing skills

Introductions

- Your **name**

- Your **current role**

- Your **experience** in recruitment

Why invest in robust recruitment?

- Recruitment is the process of having the right person, in the right place, at the right time

- Robust recruitment is *crucial to:*
  - performance of the organisation
  - delivering results for Kosovo citizens and businesses

- Good managers and staff means:
  - stronger teams, higher performance
  - lower turnover of staff
    (motivated employees are less likely to leave)

British Embassy project

- Embassy signed MoUs with PM, Speaker, Mayors

- Our Role:
  - Train commissions in competency-based methodology
  - Support and monitor each process
  - Write report for PM and Speaker or Mayor
  - Publish the outcomes

- Phase 2 (since September 2018):
  - 27 recruitment processes completed
  - Now focussed on training and sustainability

Aims of the project

◆ Develop capacity for good recruitment practice

◆ Help restore trust and public bodies

◆ Help prevent nepotism

◆ Strengthen transparency, meritocracy, good governance

These are all critical factors for EU integration

Lessons learned

- Good interview processes need time

- Must define what the job needs and what competencies are key to good job performance

- Use that to develop the interview criteria and questions

- The role of the chair is important

- Each member of the commission has a role to play

- Accurate recording of the interview is critical

Key Principles of
Merit-Based Recruitment

Principle One: Genuinely Job Relevant

○ Clear and accurate specification of what the selection requirements

○ *Genuinely* represent the abilities, skills knowledge, and experience needed to perform effectively in the role

○ Assessment methods provide an effective and accurately measurement the requirements

Principle Two: Consistency and Accuracy

○ Criteria are clear, documented, relate directly to the job requirements, and can be applied consistently.

○ Each candidate gets the same opportunity to perform and the same experience. Information and time provided are consistent.

○ Criteria can be objectively measured and attributed to the candidate's actual behaviour or statements, rather than a subjective interpretation or extrapolation.

Principle Three: Treat all Candidates Fairly

○ Candidates are evaluated **_only_** on the job-relevant requirements. Other factors are not allowed to influence the assessment (e.g. irrelevant experience, public profile, gender, ethnic background, political connections, etc).

○ Recruiters are aware of conscious and unconscious bias – and take steps to avoid the impact of these.

○ Selection requirements agreed for the role do not unfairly prevent anyone from applying for the position – and are not created to inadvertently or deliberately favour one or more individuals.

○ Levels of difficulty and challenge reflect the role and are not an attempt to trick the candidate or show off the superior intelligence of the recruiter(s).

Putting the Principles into Practice

Different Types of Objective Criteria

Eligibility Criteria

Measured as met/not met

Examples:

Qualifications

Experience

Membership of professional body

Documentation

Timescales

Behavioural Criteria

Measured on a continuum

Examples:
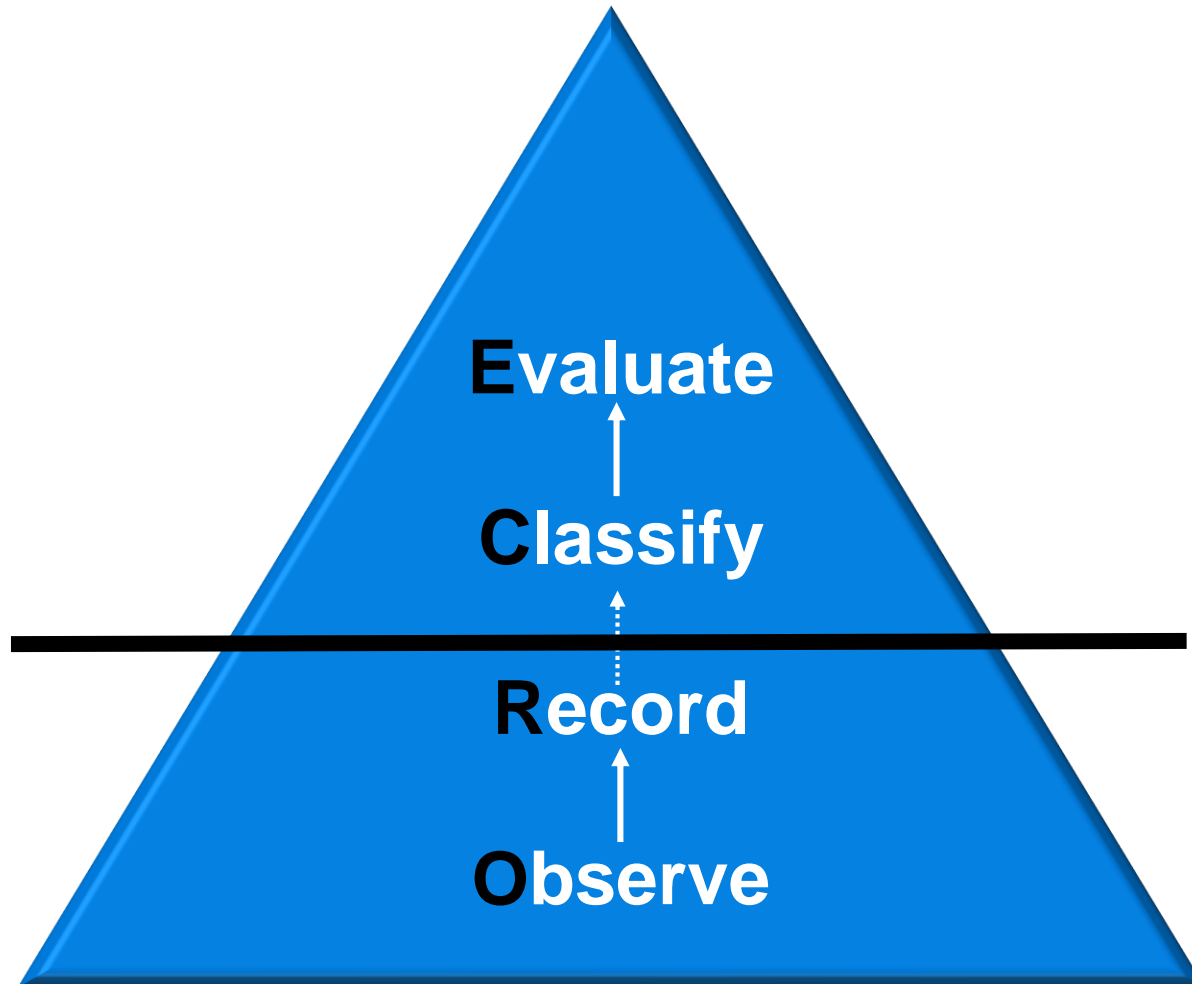
Behaviours/Competencies

Knowledge

Skills

Exercise: Criteria Types and Uses

1. "must have a degree in economics, audit, finance or another relevant subject"

2. "will have 5 years experience at a senior managerial level"

3. "will have 8 years professional experience"

4. "advanced skills in computing and languages"

5. "understanding of the laws relating to the institution"

6. "experience of establishing organisational governance systems."

7. "skilled in leading and managing large teams"

8. "drive and determination to succeed and deliver improvement"

9. "an ability to balance risk and innovation"

10. "an effective written and oral communicator"

The Behavioural Assessment Process

Introduction to the Merit-Based Recruitment Toolkit